

NSW Department of Industry – Smart & Skilled Program

Smart and Skilled is a reform of the NSW Vocational Education and Training (VET) system.

It is designed to support the skills development of the NSW workforce to meet the state's future demand for jobs by providing workers and employers in NSW a wide range of government-subsidised courses to choose from. This training is subsidised by the NSW Government.

As a RTO, CTPM – The Centre for Australasian TPM & Lean, is an approved training provider by the NSW Department of Industry to deliver the government-subsidised training for individual modules under the Certificate III and IV in Competitive Systems and Practices qualifications.

This includes but is not limited to the following areas of Continuous Improvement & Lean:

- Effective Daily Management
- Define Measurements and how to use them to identify improvement opportunities
- Process Mapping including Customer Ecosystems & Value Stream Mapping
- Process Waste and / or Equipment Loss Improvement
- Problem Solving and Root Cause Analysis
- Create a visual workplace to identify problems at the earliest possible time
- Identify the opportunities for and implement standardised work and leader standard work
- Identify & Facilitate improvements

Please refer to the *Appendix 1: Smart & Skilled – CTPM Offering* for complete list of modules.

The following employees are eligible for the government-subsidised training:

- Are aged 15 years or older;
- Have left school;
- Live or work in New South Wales; and
- Are an Australian citizen, permanent resident, humanitarian visa holder or New Zealand citizen.

CTPM's approach to Delivering Smart & Skilled Training

CTPM's approach to delivering Smart & Skilled training is different to other training providers. We do not simply pick a module and deliver one-off training. Instead we incorporate the Smart & Skilled Training into what we refer to as an Improvement Cycle.

An Improvement Cycle is a short formal and disciplined improvement activity that delivers an improvement for the organisation and gives the employees involved the opportunity to practice and embed the skills learnt from the Smart & Skilled module. The length of the improvement activity

can be tailored to the resourcing requirements of the organisation so as to minimise disruption to normal work activities. Cycles should run no longer than 12-14 weeks however they can be shortened if employees have the time available and capacity to rapidly collect and assess data. Typically the improvement teams start with a 4 hour or two 2 hour kick-off workshops followed by weekly 1 or 1.5 hour meetings.

The high level approach to getting started:

- CTPM meets with your organisation to understand the current pain points, frustrations and hence areas of opportunity for improvements.
- CTPM will then review the findings and propose the Smart & Skilled modules that would link best to the identified area of improvement.
- CTPM will further discuss with the organisation how many employees should be involved and therefore how many improvement teams will run. Teams can run with 4 to 8 team members. Where employee numbers allow we recommend running at least two teams so that they can compare and learn from each other.
- CTPM will submit the request for funding and manage all administration. The additional fees for the improvement activity outside of the module training will be calculated for the organisation to pay CTPM directly. We have found the best cost benefit ratio for the module training funding vs the additional fees is to enrol 17 employees which equates to 2 teams of 8 plus a CI Co-ordinator or lead that sits on both teams. However we realise this is not always feasible and will endeavour to work with you to find a fee structure that works best for your organisation.
- CTPM runs the improvement cycle with the teams typically using a 9 step process. Please refer to the *Appendix 2: Example 12-14 Week Improvement Cycle Schedule*.
- CTPM completes employee assessments.
- Employees are presented with a nationally recognised Statement of Attainment for completion of the modules.

Benefits of using CTPM to deliver Smart & Skilled Training

By formalising an organisations training against CTPM's Continuous Improvement cycle framework in partnership with Smart & Skilled, multiple benefits can be realised:

- Local provider who can respond rapidly to any changing needs;
- Tailored training material to best suit your needs;
- Employees are up-skilled using improvements in their workplace that reduce their frustrations;
- The business is leveraging generous NSW Government Subsidised training (often between 60 – 90% of the total cost is covered);
- A mindset of Continuous Improvement will be introduced and fostered within the business;
- Everyone will start using the same language and approach for Continuous Improvement;
- Employee Morale will increase and employee Frustrations will reduce;
- Employee Motivation and Engagement will increase through the empowerment of employees to observe, analyse and improve the way they work; and
- The significant return on investment can be calculated for each cycle.

Appendix 1: Smart & Skilled – CTPM Offering

All units listed below are from the Certificate III & IV in Competitive Systems and Practices training package, and can be delivered by CTPM as a Part Qualification (single unit) under the Smart and Skilled Contract.

Unit Code	Unit Title	Linked to:	
		Cert III	Cert IV
MSS402002	Sustain process improvements	✓	
MSS402010	Manage the impact of change on own work	✓	
MSS402020	Apply quick changeover procedures	✓	
MSS402021	Apply Just in Time procedures	✓	
MSS402031	Interpret product costs in terms of customer requirements	✓	
MSS402040	Apply 5S procedures	✓	
MSS402041	Apply 5S in an office	✓	
MSS402050	Monitor process capability	✓	
MSS402051	Apply quality standards	✓	
MSS402052	Implement continuous improvements based on standardised work practices	✓	
MSS402053	Participate in breakthrough improvements in an office	✓	
MSS402061	Use SCADA systems in operations	✓	
MSS402080	Undertake root cause analysis	✓	✓
MSS402081	Contribute to the application of a proactive maintenance strategy	✓	
MSS402082	Apply cost factors to work practices	✓	
MSS402083	Use planning software systems in operations	✓	
MSS403001	Review competitive systems and practices	✓	✓
MSS403005	Facilitate use of a Balanced Scorecard for performance improvement	✓	✓
MSS403006	Facilitate implementation or review of competitive systems and practices in an office	✓	✓
MSS403007	Map an office value stream	✓	✓
MSS403010	Facilitate change in an organisation implementing competitive systems and practices	✓	✓
MSS403011	Facilitate implementation of competitive systems and practices	✓	✓
MSS403013	Lead team culture improvement	✓	✓
MSS403021	Facilitate a Just in Time system	✓	✓
MSS403023	Monitor a levelled pull system of operations	✓	✓
MSS403024	Work within a constrained process	✓	✓
MSS403032	Analyse manual handling processes	✓	✓
MSS403033	Map an operational process	✓	✓
MSS403034	Organise products into groups	✓	✓
MSS403035	Implement the visual workplace	✓	✓
MSS403039	Facilitate and improve 5S in an office	✓	✓
MSS403040	Facilitate and improve implementation of 5S	✓	✓
MSS403041	Facilitate breakthrough improvements	✓	✓
MSS403042	Facilitate mistake proofing in an office	✓	✓
MSS403043	Facilitate breakthrough improvements in an office	✓	✓
MSS403044	Facilitate continuous improvement through the use of standardised procedures and practices	✓	✓
MSS403084	Improve changeovers	✓	✓
MSS403085	Ensure process improvements are sustained	✓	✓
MSS403086	Improve cost factors in work practices	✓	✓
MSS403087	Mistake proof an operational process	✓	✓
MSS404052	Apply statistics to operational processes		✓
MSS404053	Use DMAIC techniques		✓
MSS404060	Facilitate the use of planning software systems in a work area or team		✓

Unit Code	Unit Title	Linked to:	
		Cert III	Cert IV
MSS404061	Facilitate the use of SCADA systems in a team or work area		✓
MSS404081	Undertake proactive maintenance analyses		✓
MSS404082	Assist in implementing a proactive maintenance strategy		✓
MSS404083	Support proactive maintenance		✓
MSS404084	Undertake process capability improvements		✓
MSS405001	Develop competitive systems and practices for an organisation		✓
MSS405002	Analyse and map a value stream		✓
MSS405003	Manage a value stream		✓
MSS405004	Develop business plans in an organisation implementing competitive systems and practices		✓
MSS405005	Manage competitive systems and practices responding to individual and unique customer orders		✓
MSS405006	Develop a Balanced Scorecard		✓
MSS405007	Introduce competitive systems and practices to a small or medium enterprise		✓
MSS405010	Manage relationships with non-customer external organisations		✓
MSS405012	Manage workplace learning		✓
MSS405013	Facilitate holistic culture improvement in an organisation		✓
MSS405014	Develop a communications strategy to support operations		✓
MSS405020	Develop quick changeover procedures		✓
MSS405021	Develop a Just in Time system		✓
MSS405022	Design a process layout		✓
MSS405023	Develop a levelled pull system for operations and processes		✓
MSS405024	Apply the theory of constraints		✓
MSS405030	Optimise cost of product or service		✓
MSS405031	Undertake value analysis of a product or process costs in terms of customer requirements		✓
MSS405032	Analyse cost implications of maintenance strategy		✓
MSS405033	Optimise office systems to deliver to customer demand		✓
MSS405040	Manage 5S system in an organisation		✓
MSS405041	Implement improvement systems in an organisation		✓
MSS405050	Determine and improve process capability		✓
MSS405052	Design an experiment		✓
MSS405053	Manage application of six sigma for process control and improvement		✓
MSS405060	Develop the application of enterprise control systems in an organisation		✓
MSS405061	Determine and establish information collection requirements and processes		✓
MSS405075	Facilitate the development of a new product		✓
MSS405081	Develop a proactive maintenance strategy		✓
MSS405082	Adapt a proactive maintenance strategy to the process operations sector		✓
MSS405083	Adapt a proactive maintenance strategy for a seasonal or cyclical business		✓
MSS405084	Manage people relationships		✓
MSS405085	Develop a documentation control strategy for an organisation		✓
MSS405086	Develop sustainable energy practices		✓
MSS014010	Optimise sustainability of a process or work area		✓
MSS014011	Facilitate team to develop and implement sustainability strategies		✓
MSS024015	Apply an understanding of environmental principles to a site		✓
MSMSUP390	Use structured problem solving tools	✓	✓
MSMENV272	Participate in environmentally sustainable work practices	✓	
MSMENV472	Implement and monitor environmentally sustainable work practices	✓	✓
MSMENV672	Develop workplace policy and procedures for environmental sustainability		✓
MSMWHS200	Work safely	✓	✓

Appendix 2: Example 12-14 Week Improvement Cycle Schedule

Stage	Task	Week													
		0	1	2	3	4	5	6	7	8	9	10	11	12	
Plan	4 hour or two 2 hour kick-off Workshops														
	1. Confirm Mandate & Boundaries														
	2. Form Team & Scope Activities														
	3. Analyse Current Situation														
	4. Develop a Vision of Ideal Performance														
	5. Identify Possible Root Causes & Solutions														
	Prepare Mid-way Presentation and Present to Leadership Team														
Do	6. Pilot Proposed Solutions, Refine & Implement Successful Solutions														
Check	7. Evaluate Results & Measure Progress														
Act	8. Hold Gains & Define Future Actions														
	9. Communicate Results & Share Learning														
	Prepare Final Presentation and Present to Leadership Team														